

MINUTES OF A MEETING OF THE
UNIVERSITY SENATE - Mar. 11, 1966

The sixth meeting of the 1965/66 session of the University Senate was called to order at 2:10 p.m., March 11, 1966, President Elliott presiding.

The minutes of the previous meeting were approved as distributed.

Upon general agreement of the members, the report of the meeting with heads of department on budgetary matters (Item 8 on the agenda) was given by President Elliott. The President stated that Mr. Herzog's office is presently studying the Past Benefits Program as it pertains to those already retired and those retiring within the next few years. It is hoped, he stated, that an additional \$35,000 may be allocated to this program for more adequate funding. Provision has been made in the budget to be proposed to the Board of Trustees next week. The President announced that the budget for the next fiscal year has been developed for presentation to the Finance Committee of the Board, who in turn will present it to the full Board of Trustees next Thursday, March 17, 1966.

President Elliott stated that two major objectives of the University to be reached were: 1) the attainment of the "A" rating on the AAUP salary scale within the next five years; and 2) the attainment of a normal teaching load of nine hours even earlier. The President indicated that this could be done in three ways: a) development and distribution of courses and enrollments in such a way as to ensure that each faculty member is carrying his share of the load; b) careful planning of the use of part-time faculty with an increased salary scale in this area; c) the elimination and consolidation of duplicating and overlapping course offerings.

In response to questions by Professors Finan, Kraus, Reesing and Stevens, President Elliott replied that a) he could foresee a 2% increase in student enrollment next year, b) that his feeling was that enrollment figures should remain relatively stable. This 2% increase was the best estimate that could be made at the present time and would apply "across the board" to graduate and undergraduate enrollment alike. He feels no further increase in enrollment is justified until new resources can be found. c) The question of how to improve the use of part-time faculty will be up to the department chairman to decide. In response to a question about what proportion of the new resources would be applied to student activities and faculty salaries, the President replied that data are not yet available in enough detail to give an intelligent answer, but that every effort would be made to achieve the "A" level of the AAUP salary scale in all ranks.

The Report of the Committee on Appointment, Salary and Promotion Policies was then presented by Dr. Wise, Chairman. Professor Weston, seconded by Professor Stevens moved the recommendation in the report of last year's Subcommittee on Retirement (as listed on the third page of the present report in the form of a resolution) in order to open discussion on these seven points. Following this statement, Professor Weston, seconded by Professor Finan, rose to propose a series of three amendments to the Resolution, viz. 1) Strike the entire sentence (1) and substitute "The retirement age for members of the faculty in full-time service be changed to age 68." (2) Substitute for paragraph (3), "At any time after reaching the age of 65, a faculty member may elect to remain in service on a limited-duty basis until age 68." (3) Add to the Resolution an item (8) stating "Encouragement of voluntary retirement for some members of the faculty at less than 65."

Professor Weston then proposed two further amendments: 4) "A member of the Faculty should be permitted to elect to retire at any time after 25 years of full-time service or upon reaching the age of 55," and (5) "A member of the faculty who becomes incapacitated should be permitted to retire regardless of age or length of service."

Professor Weston stated that he felt the present retirement provisions of the Code need revision for several reasons: (1) The policy concerning continuation of faculty members in service after age 65 has been applied unevenly in different schools or departments; in some it has apparently been interpreted to preclude continuation except on a limited-duty basis while in others full service is apparently often permitted. (2) The Faculty member at age 65 under present practice loses much of his status -- he loses a vote on faculty matters, may no longer be permitted to serve on committees or in the Senate and has in other ways sometimes been relegated to a sort of second-class citizenship. (3) The uncertainty under the present code as to the relative roles of faculty and administration in deciding whether a faculty member will be permitted to continue in service after age 65 has created problems. If the decision to continue a faculty member in service after age 65 is made solely by administrators -- this may make a faculty member after the age of about 60 feel seriously limited in his freedom to express his views fully and frankly on controversial matters and thus encroach upon his academic freedom. (4) Uncertainty as to whether a faculty member may be permitted to continue after age 65 has sometimes made it difficult for the University to recruit an outstanding teacher from another school with a more liberal retirement policy and has been a factor in causing some distinguished teachers to leave the University. (5) Senior faculty members are one of the most valuable resources the University has, particularly for building a more effective alumni support program because the primary identification of alumni with this University is their recollection and appreciation of the sacrificial efforts and assistance of former teachers. (6) The present code makes no provision for voluntary retirement prior to age 65 except when a faculty member becomes "incapacitated and unable to continue his duties." Some persons may lose their full effectiveness or energies prior to age 65, but such a person should not be required to state that he is "incapacitated and unable to continue his duties." (7) The present disability retirement provision which requires 15 years service as an Associate Professor or Professor is now outmoded in view of the recent adoption of the disability insurance program.

Dr. Wise further clarified his views by stating that he agreed with the negative report of the Committee, but for different reasons. He feels that more attention toward planning retirement and post-retirement activities would be useful for faculty members. The present Faculty Code is excellent and the matter is simply a question of interpretation and perhaps a statement from the Administration might be useful to reassure senior faculty members. Dr. Wise stated that in view of major changes in social legislation, including Medicare, the issue of retirement might be discussed further in coming years. The problem is actuarial, rather than physiological, and the term "age 65" is used as a sort of base figure for computation. It is not presumed to preclude discussions of adjustment in special cases in the sense it is used in the Faculty Organization Plan.

After general discussion and remarks to the point by Professor's Kraus, Yakobson, Dr. Wise and Professor Sharpe, Dr. Alpert, seconded by Professor Eastin, moved that the matter be recommitted to the Committee for further study. Upon the ruling of the Parliamentarian that the motion to recommit takes precedence over the motion to amend, Dr. Alpert and Professor Eastin agreed to withdraw the motion to recommit to allow further discussion of the motion to amend. After further remarks from Professors Stevens and Kraus, the question on the first amendment was called and failed on a vote of 9 ayes to 10 nays.

Professor Sharpe, seconded by Professor Eastin, moved that the Senate proceed into a committee of the whole to draft a new resolution. Upon the advice of the Parliamentarian that another motion be made to recommit, Professor Weston withdrew his proposed amendments stating that he would submit them to the Retirement Subcommittee for their consideration, and Dr. Alpert, seconded by Professor Eastin, moved a recommittal and it was so voted.

Dean Bright gave an information report on Circulars A-21 and A-74 of the Budget Bureau. He pointed out that the cost sharing requirements of these regulations make mandatory the reporting of the percentage allocation of the total working time of every faculty member whose compensation is charged to two or more budgets. In order to report sensibly on this matter, it will be necessary to define the total responsibility of a faculty member to the University in more inclusive terms than the single statement of his normal teaching load in class hours per week.

Dean Mason gave an information report on his "Definition of the Total Responsibility of a Faculty Member" and made the following statements: Each school must have someone responsible for "running the ship!" This administrator must be given full authority to see that what everyone agrees must be done, actually is done, and that each faculty member must share the burden. The faculty member must be free to do whatever he feels he must, regardless of the number of hours he spends. Dean Mason suggested that in this way all that must be done, will be done. He stressed there can only be an allocation of responsibility, not of time, and, that it is not possible to equate hours to the work accomplished.

Dean Linton stated that these basic principles were the same as those he had endorsed in his statement to the Columbian College of Arts and Sciences.

Professor Stevens spoke of the problems, in the context of the assignment of Senate seats, which had been posed by the division of the School of Government, Business and International Affairs into two schools. After general discussion and remarks to the question by Professor Eastin on the matter of proportional representation of faculty in the two schools, it was the sense of the Senate that one seat be allotted to each School for the present and the question of reapportionment be taken up at a later time.

The slate composed of the following persons:

Howard Merriman, Chairman
David Sharpe
Seymour Alpert

Carl Walther
Wolfgang Kraus
Louis de Pian

to serve as a Nominating Committee for next year's Executive Committee was unanimously passed.

Motion was made, seconded and carried that the President of the Student Council be invited to present a report of the Council on conditions at the University from the point of view of the students at the April meeting of the University Senate, in accordance with the resolution passed by the Senate on April 14, 1961.

On motion made by Professor Weston and seconded, the attached Resolution (65-15) of Commendation and Appreciation to the Planners and Participants in Martha's Marathon unanimously carried.

On motion made by Professor Kraus, seconded by Professor Finan, the attached Resolution (#65-16) of the Educational Policy Committee unanimously carried.

The meeting adjourned at 4:23 p.m.

Frederick R. Houser
Secretary

17 March 1966

Memorandum to: Professor Carl H. Walther
School of Engineering and
Applied Science

From: Chairman, Executive Committee
University Senate

Dear Carl:

You have been elected to the Nominating Committee to propose nominations for the Executive Committee of the University Senate. Howard Merriman is the Chairman and he will be contacting you when this Committee is ready to meet.

Thank you for past and future services to the University Senate.

Sincerely,

Edwin L. Stevens,
Chairman

ELS:rb

17 March 1966

Memorandum to: Dean J. C. Dockeray
School of Government and
Business

From: Edwin L. Stevens, Chairman
Executive Committee

The University Senate informally agreed to continue one seat to the School of Government and Business in accordance with our telephone conversation some time ago.

The Senate is undertaking a study of the representation of each School and division and will probably make recommendations to the Fall Faculty Assembly.

Edwin L. Stevens

ELS:rb

17 March 1966

Memorandum to: Dean H. M. Stout
Acting Dean
School of Public and
International Affairs

From: Edwin L. Stevens, Chairman
Executive Committee

The University Senate informally agreed to continue one seat to the School of Public and International Affairs in accordance with our telephone conversation some time ago.

The Senate is undertaking a study of the representation of each School and division and will probably make recommendations to the Fall Faculty Assembly.

Edwin L. Stevens

ELS:rb

17 March 1966

Miss Susan Yeager, Chairman
Intra Residence Hall Council
and her colleagues
c/o Women's Residence Hall
1900 F Street
Washington, D. C.

Dear Miss Yeager:

May I add my personal congratulations and sincere thanks to this official resolution of commendation and appreciation to you and your colleagues.

I am sure we are all hoping that the first Martha's Marathon will set a precedent for many other similar activities.

Very truly yours,

Edwin L. Stevens,
Chairman
Executive Committee

17 March 1966

Miss Judy Wanger, Chairman
Martha's Marathon Auction
and the Resident Assistants
c/o Women's Residence Hall
1900 F Street
Washington, D. C.

Dear Miss Wanger:

May I add my personal congratulations and sincere thanks to this official resolution of commendation and appreciation to you and your colleagues.

I am sure we are all hoping that the first Martha's Marathon will set a precedent for many other similar activities.

Very truly yours,

Edwin L. Stevens
Chairman
Executive Committee

A RESOLUTION OF COMMENDATION AND APPRECIATION
TO THE PLANNERS AND PARTICIPANTS IN MARTHA'S
MARATHON

Whereas, the future development and growth of The George Washington University depends upon the effective and energetic cooperation and participation of all of the constituent elements of the University -- students, faculty, alumni and administration, and

Whereas, the Martha's Marathon Auction was an imaginative and well-executed student plan for helping the University Library, and

Whereas, the Martha's Marathon Auction was a spirited demonstration of responsible and constructive student participation in University improvement, and

Whereas, those who conceived and executed the plan have presented an excellent example of the dynamic forces for improvement that can be marshalled by effective leadership,

NOW THEREFORE BE IT RESOLVED, that the University Senate expresses its appreciation to Chairman Judy Wanger and the resident assistants, Chairman Susan Yeager and the Intra Residence Hall Council, and all the others who planned and participated in the event, and highly commends them for setting an example of constructive action for improvement of the University.

BE IT FURTHER RESOLVED, that copies of this Resolution be sent to the named persons and groups.

The University Senate
March 11, 1966

A Resolution of Commendation and Appreciation to the Planners and Participants
in Martha's Marathon

Whereas, the future development and growth of George Washington University depends upon the effective and energetic cooperation and participation of all of the constituent elements of the University--students, faculty, alumni and administration, and

Whereas, the Martha's Marathon Auction was an imaginative and well-executed student plan for helping the University Library, and

Whereas, the Martha's Marathon Auction was a spirited demonstration of responsible and constructive student participation in University improvement, and

Whereas those who conceived and executed the plan have presented an excellent example of the dynamic forces for improvement that can be marshalled by effective ~~and energetic~~ leadership,

NOW THEREFORE, BE IT RESOLVED, That the University Senate expresses its appreciation to Chairman Judy Wanger, ~~and several others~~ and all of the others who planned and participated in the event, and highly commends them for setting an example of constructive action for improvement of the University.

and the resident assistants, Chairman Susan Yeager and the Intra Residence Hall Council

BE IT FURTHER RESOLVED, That copies of this Resolution be sent to the named persons and groups.

65/15

Mar 11, 1966

*A Resolution of Commendation
to the College of General
Studies*

DRAFT

March 9, 1966

Resolution:

After having concerned itself with the current efforts to review the work of the College of General Studies, the Senate Committee on Educational Policy wishes to express its satisfaction with the significant efforts which are being made under the present leadership of CGS to strengthen the academic quality of its program and to relate its work more effectively to the University at large.

We note especially the efforts ~~which are being~~ made to develop closer relations with the University Departments than in the past. We welcome the continuing review of instructors and their qualifications, the tightening-up of selection procedures and of admissions standards for students. We express our strong support for the elimination of any programs ^{especially in outlying areas,} hampered by the inadequacy of library facilities or the lack of well-qualified faculty. The continuation of such programs would be clearly incompatible with the professed goals of the University. In the light of these considerations, the phasing-out of the Tidewater area programs (which we understand has been decided) has our strong support.

Much remains to be done. Among the pressing tasks on the agenda which can hardly be delayed is a close scrutiny of the academic programs offered by this University at the several War Colleges. This is an area in which academic programs are closely linked with ^{the Service,} public policy. Hence both academic and public needs require the most scrupulous discharge of our ~~these~~ responsibilities ^{in this unique relationship,}

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Be it resolved, therefore, that the University Senate commends the College of General Studies for its current efforts to promote academic standards and urges that it carry on a continuing review of programs and standards.

THE GEORGE WASHINGTON UNIVERSITY
Washington D. C.

University Senate

March 2, 1966

TO MEMBERS OF THE UNIVERSITY SENATE

The University Senate will meet at 2:10 p.m. on Friday, March 11, 1966 in the Faculty Conference Room on the fifth floor of the Library.

The order of business will be as follows:

- 1) Approval of the minutes of the previous meeting.
- 2) Report of the Committee on Appointment, Salary and Promotion Policies re the recommendations of its sub-committee on retirement - Dr. Charles Wise
- 3) Information report by Dean Mason on the "Definition of Total Activity of a Faculty Member."
- 4) Information report by Dean Bright, Associate Dean of Faculties, re a decision of the Budget Bureau and its effect upon the University community.
- 5) Report on the problems raised by the division of the School of Government, Business and International Affairs into two Schools.
- 6) Election of a nominating committee to propose a slate for a new Executive Committee for the 1966/67 session. The following membership for the Nominating Committee is proposed by the Executive Committee:

Howard Merriman, Chairman

Seymour Alpert ✓

David Sharpe ✓

Carl Walther

Wolfgang Kraus

de Rian

Other nominations may be offered from the floor.

- 7) Discussion of an invitation to the President and other officers of the Student Council to submit a report to the University Senate on conditions in the University as seen from the student's point of view. This practice would be in accordance with the resolution of the Senate on April 14, 1961.
- 8) Report of the meeting with heads of departments on budgetary matters - President Elliott.

Edwin L. Stevens, Chairman
Executive Committee

THE GEORGE WASHINGTON UNIVERSITY
Washington D. C.

To: Membership of the Executive Committee
Chairman of all Senate Committees
Membership of the Sub-Committee of
the Executive Committee:
Professor David Sharpe
Professor Robert Park
Professor E. L. Stevens
Membership of the Committee on University
Objectives

From: Professor E. L. Stevens, Chairman
Executive Committee
University Senate

Date: 4 March 1966

I am enclosing a copy of a memorandum from Vice President Brown dated 1 March 1966.

I have discussed Vice President Brown's suggestion with him and with Chairman Reesing. I have expressed the thought that we delay such a joint meeting until after the Senate meeting of March 11, 1966. After we have had an opportunity to assess the results of Dean Mason's, Dean Bright's and President Elliott's remarks, we may be in a better position to discuss the exact role of the several Senate committees.

Heretofore, Senate policy has usually been to permit the Committee and its Chairman to carve out its own role, and set its own guidelines. This is one more matter which the sub-committee composed of Chairman Sharpe, Professor Park and Professor Stevens may wish to consider.

Edwin L. Stevens, Chairman
Executive Committee

THE GEORGE WASHINGTON UNIVERSITY
Interdepartmental memoranda

March 1, 1966

To: Chairman E. L. Stevens, Senate Executive Committee
From: John Anthony Brown, Jr.

I have just attended a meeting of the University Objectives Committee. The discussion at the meeting confirmed a feeling I have had for some time that we need to have a more finely drawn definition of the role of the Senate committees. Members present at today's meeting were totally unable to see what they could do to be helpful and were rightly unwilling to waste time discussing old or dead issues.

Would it not be a good use of a day to have the Executive Committee meet with President Elliott and one or two others for purposes of discussing exactly the role of the several Senate committees so that chairmen do not feel themselves without guidance? I am inclined to advocate such action at the earliest possible moment, and I believe Chairman Reesing will request some kind of effort to define the mission of his committee.

(sgd) John Anthony Brown, Jr.

cc: Dr. J. P. Reesing

REPORT OF THE COMMITTEE ON APPOINTMENT, SALARY, AND PROMOTION
POLICIES CONCERNING THE RECOMMENDATIONS CONTAINED IN THE MARCH 12,
1965, REPORT OF THE SUB-COMMITTEE ON RETIREMENT.

At the direction of the Executive Committee of the Senate, your Committee has reviewed the recommendations contained in the March 12, 1965, Report of the Sub-Committee on Retirement. After much discussion in depth concerning the philosophical relationships between age, scholarly activity and academic problems, the Committee for the reasons set forth below is opposed to the recommendations submitted by last year's Sub-Committee and recommends that the Senate vote NO on this resolution.

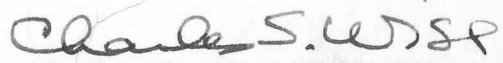
For the information of the Senate Members, your Committee respectfully submits its concensus concerning the various resolutions recommended which are attached herewith;

- (1) That the mandatory age be raised from 65 to 70. The Faculty Code Section VII A, states that "a member of Staff reaching the age of 65 shall retire at the end of that academic year; unless, with the consent of the Staff member and upon the recommendations of the appropriate officers, the Board of Trustees continues him under annual contract." It is not until the third paragraph of Section VII A that the Code uses wording which carries the meaning "mandatory" in the following context: "In no case shall a member of the Staff be continued in active service beyond the end of the fiscal year in which he reaches the age of 70".
- (2) That persons over 65 shall not be eligible to hold departmental chairmanships is current with administrative practices now existent.

- (3) Voluntary retirement at any age from 65 to 75 is now covered under Section VII of the Code.
- (4) By mutual agreement, arrangements can be made for limited part-time service during the period from age 65 to 70 which is currently practiced under Section VII of the Code.
- (5) The Committee felt that the term "forced retirement" should not be used in the Code for any listing of procedures relating to relevant practices. No faculty member nor any member of the Administration should ever be put in a position of having to justify or show cause why a faculty member should not continue in active service after the age 65. If a faculty member wishes to teach beyond the age of 65 and his colleagues and appropriate officers desire that he continue, he can be continued by the Board of Trustees under annual contract for full-time service or on a limited duty basis, as set forth in Section VII A.
- (6) Requires no action.
- (7) This matter is now under study by the Treasurer's Office and when completed, the Committee will bring its recommendations to the Senate along with other recommendations concerning fringe benefits.

In view of the problems mentioned above and with the knowledge that we cannot solve all of tomorrow's problems today, your Committee respectfully recommends that the Resolution of the Sub-Committee as stated above be voted NO.

Submitted for the Committee.


Charles S. Wise, M.D., Chairman

TO: WOLFGANG H. KRAUS, Chairman, Executive Committee, University Senate
FROM: Everett H. Johnson, Chairman, Sub-committee on Retirement

RE: Proposal regarding retirement age.

The appropriate age for retirement from college or university teaching has been the main topic of discussion for our committee this year. A decision as to when retirement should take place is most difficult to obtain because of individual preferences and needs, plus the many interrelated and sometimes contradictory factors which must be considered -- e.g.,

- 1) The increasing length of life and retention of competence to an advanced age,
- 2) The trend in non-academic circles to lower retirement age,
- 3) The apparent trend in colleges and universities to raise the mandatory retirement age,
- 4) The policy of adhering to the 70 year retirement age now prevalent among Federal Government agencies -- a particularly relevant factor in this area,
- 5) The prospective level of retirement income in relation to post-retirement living costs, and
- 6) The difficulty of establishing and applying general policies and rules to the widely diversified individual cases which arise.

With respect to #3, a recently completed study* of those institutions which have TIAA-CREF plans shows that the percent of schools with mandatory retirement at age 65 has steadily declined, from 20.6% in 1940 to 6.3% in 1964. On the other hand, those schools with stated normal retirement age of 65, but permitted extension of service to age 70, has increased from 12.2% to 45.2% in the same period. The number of institutions with stated normal retirement age of 65 has risen faster than the number adopting the TIAA plans from 1940 to 1964 -- 391% as compared to 253% -- but the increase in number of plans which permit extension from 65 to 70 has far exceeded these rates. The increase in this latter category is over 1200%.

These data might be interpreted to indicate a progressive shifting in the retirement pattern. Formerly, normal retirement at 65 was the prevailing pattern, with relatively few extensions, whereas now the exact reverse is true -- relatively few retirements at 65, and normal expectation of extensions up to 70 years. In the light of these data and other factors, this committee wishes to present the following seven point proposal to the Senate for its consideration:

*Tabulation of pertinent data from this study is appended hereto.

- 1) The mandatory retirement age be raised from 65 to 70,
- 2) Persons over 65 shall not be eligible to hold departmental chairmanships,
- 3) Voluntary retirement at any age from 65 to 70 be permitted, with retiree entitled to all of the benefits and perquisites applicable to other retirees,
- 4) Upon mutual agreement it shall be possible to arrange for limited or part-time service during the period from age 65 to 70, as individual situations indicate,
- 5) Forced retirement before age 70 shall be possible, but only in justified cases,
- 6) TIAA-CREF contracts be left as at present, with University contribution ceasing after age 65 and optional extension on part of faculty member,
- 7) Extension of major medical and group life insurance to date of retirement. (The savings effected by discontinuance of TIAA payments at 65 would meet added cost to the University of this provision.)

March 12, 1965

The following statistics are based on an article entitled "Trends in Retirement Planning, TIAA-CREF, 1940 to 1964" by Francis P. King (research officer for TIAA), AAUP Bulletin, December 1964, pp. 342-6.

Retirement Age for Faculty in TIAA-CREF College and University Retirement Plans, 1940 to 1964.

	1940		1950		1960		1964	
	Jan 1		Jan 1		July 1		Oct 1	
	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
Age 65, no ext.	39	20.6	67	18.3	36	7.1	42	6.3
Age 65, ext. to 70	23	12.2	96	26.2	219	43.0	302	45.2
Age 65, ext. allowed	40	21.2	67	18.3	117	23.0	157	23.5
Age 66-69, no ext	14	7.4	23	6.3	10	2.0	17	2.5
Age 66-70, ext. allowed	18	9.5	39	10.7	91	17.9	85	12.7
Age 70, no ext.	32	16.9	46	12.5	27	5.3	58	8.7
Other	23	12.2	28	7.7	9	1.7	7	1.1
	<u>189</u>	<u>100</u>	<u>366</u>	<u>100</u>	<u>509</u>	<u>100</u>	<u>668</u>	<u>100</u>

The following tabulations are based on the data of the preceding table.

Growth Indexes by Normal Retirement Age

	<u>1940</u>	<u>1950</u>	<u>1960</u>	<u>1964</u>
Total Number of Plans	100	194	269	353
Plans with Normal Age of 65	100	225	365	491
Plans with Normal Age of 65, no ext.	100	172	92	108
Plans with Normal Age of 65, ext to 70	100	417	952	1313
Plans with Normal Age of 65, ext allowed	100	168	293	393
Plans with Normal Age of 65, all ext.	100	223	460	629

(Last line weighted average of two preceding.)

Percent Distribution of Plans with Normal Retirement Age of 65

	<u>1940</u>	<u>1950</u>	<u>1960</u>	<u>1964</u>
Age 65, ext to 70	22.5%	41.7%	58.9%	60.3%
Age 65, ext allowed	<u>39.2</u>	<u>29.1</u>	<u>31.5</u>	<u>31.3</u>
Age 65, all ext.	71.7	70.8	90.4	91.6
Age 65, no ext.	<u>38.2</u>	<u>29.1</u>	<u>9.7</u>	<u>8.4</u>
Total, for age 65	100	100	100	100
% of all Plans	54.0	62.8	73.1	75.0

26 October 1961

To the Special Subcommittee affiliated with the Senate Committee on Appointments, Salaries and Promotion Policies:

Although the charge to this subcommittee concerns only matters associated with retirement, the favorable experience of the School of Medicine with its Committee on Appointments and Promotions leads me to suggest the establishment of a University Committee on Academic Personnel. Such a Committee would be composed of one member of the faculties of the Columbian College, the School of Medicine, the Law School, the School of Engineering, the School of Pharmacy, the School of Education and the School of Government, Business and International Affairs. The Dean of Faculties, ex officio, would be chairman of the Committee.

This Committee would review recommendations for appointment or promotion to tenure status, adding thereto its own recommendation. Upon request it would also recommend with respect to appointments in other ranks. It would review and recommend with respect to retirement or continuation of members of the faculty who reach retirement age.

This last function would, I believe, eliminate much of the ill will which has been generated by administrative or local decisions to retire those whose inclinations have been to the contrary. Accusations of ~~apportionment~~ and personal animosity have been rampant.

To remove the onus of final recommendation from a close colleague, it is suggested that the Committee member representing the presumptive retiree's school not vote with the Committee. He should be available during discussion to provide information.

The Dean of the school, the Executive Officer of the department, and such other members of the faculty as the Committee may deem desirable -- including the retiree himself -- should be invited to appear before the Committee.

The Committee's files, except for its final recommendations, should be confidential.

It seems to me that the creation and functioning of such a Committee does not require modification of the "Code and Ordinances Governing the Academic Personnel of the University."

I would, however, like to suggest a change in the provision of Section VII, Retirement, to permit continuation on a full service basis. There are members of our faculty whose capabilities and qualifications are such that their full service to age 70 would be in the best interest of the University. I recognize that there are also those whose energy and enterprise have deteriorated to limited effectiveness well before age 65. But we are all aware of instances in which other colleges and universities have reaped the benefit of the experience and knowledge which we have abandoned to them.

The School of Medicine has, in recent years, had two outstanding examples of emeriti in residence who were more effective as teachers and researchers on a limited service basis than they had been previously. Dare I suggest that this was due to relief from the frustration of administrative assignments?

I therefore suggest that Section VII, paragraph 1 of the "Code and Ordinance..." be amended by the deletion of the phrase "...on limited duty..." It would then read "A member of the faculty on full-time service who is retired may, subject to the need of the University, be invited to continue on a basis set by the appropriate officers of the University..."

Angus M. Griffin
Professor of Microbiology
Associate Dean of the
School of Medicine



THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, D. C. 20006

UNIVERSITY SENATE

28 February 1966

MEMORANDUM TO THE EXECUTIVE COMMITTEE
UNIVERSITY SENATE

In accordance with the decision of the Executive Committee of the Senate at its meeting Friday, February 25, 1966, I am appointing a subcommittee of David Sharpe, Chairman, Robert Park and Edwin L. Stevens, members, to investigate and report to the Executive Committee on the implementation of Dr. Elliott's recommendation about committee mergers.

Edwin L. Stevens
Edwin L. Stevens, *EB*
Chairman
Executive Committee

ELS:rb

Professor Stevens suggested that each be invited to deliver similar reports on these matters to the Senate at a later time.

A blanket invitation was extended to all Senate members to attend the Conference at Airlie House on Student Government February 19, 1966.

President Elliott spoke briefly on the passage of the new Federal Act providing college educational allowances and other benefits for veterans. He feels certain that the University will be required to handle a great many veterans in much the same manner as was done after World War II. The program is scheduled to go into effect starting June 1, 1966.

The meeting was adjourned at 4:15 p.m.

Frederick R. Houser
Secretary

University Senate

Februaury 11, 1966

Re: Minutes of January 14, 1966 meeting

I respectfully suggest that the By-Laws and the proceedings would be more accurately reflected by changing the fourth paragraph of the Minutes to read as follows:

"On motion made by Professor Sharpe, seconded by Professor Kraus, the nomination of Professor Robert Eugene Park of the Law School faculty to serve as Parliamentarian of the University Senate was confirmed unanimously."

New wording is underlined.

For rules governing the role of the Senate in selection of the Parliamentarian, see the By-Laws, sec. 8(b).

Respectfully submitted,

David J. Sharpe

Associate Professor of Law



THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, D. C. 20006

Professor Edwin L. Stevens, Chairman
Executive Committee, University Senate
The George Washington University

Dear Ed,

I sincerely hope this week's Hatchet did not report your cause aright when it quoted you as favoring the inclusion of student members on Faculty Senate committees and the abolition of Senate sessions closed to students. Your prediction that the Senate as a body will soon move to effect these "feforms" seems alarming, and I hope you will indulge me, as a warmly sympathetic friend of many years' standing, if I say at length and with some emphasis why I am alarmed. I ask you, also, to circulate among your Senate colleagues these views, which I am convinced are shared by many thoughtful members of the Faculties.

To my discredit I have rather lost touch with the climate and even to a certain extent the operations of the Senate, since the press of scholarship and teaching forced me to refuse reelection and resign the chairmanship of the Educational Policy Committee. But I confess amazement at the distance the Senate seems, judging by your statement, to have receded in some matters from what I believe to have been the convictions of those who fought for its establishment, and who served in its first two terms.

To begin with, no one would disagree with you that in some sense the University Senate is the Senate of the whole University. It is not, however, and was not ever designed to be, a body containing representatives from every segment of the University population. It does not, for example, have any administrative officers, except in an ex officio capacity. It does not have a representation from the Trustees, and it should not have. It is somewhat analogous, so long as the analogy is not pushed too far, to the grave select upper house of a national legislative body, with the Assembly as the lower and more numerous, less potent, house. Perhaps the analogy should end there. Surely, however, the students of the University are in no sense even constituents of the Senate. Its constituency is the adult, responsible, resident, permanent population of the faculties of the University. It is by charter responsible to them alone. If the students are not constituents, they can hardly be embraced as colleagues. To grant them membership on the important University Senate committees seems to me, I'm afraid, to smack of Boys'-Statism at its most fatuous. One might better grant them outright membership in the Senate. To ask students to participate in the critical decisions that this institution must make in

the days and years immediately ahead is not only unfairly to ask of them functions which they simply cannot fulfill at their years; it is also to dilute the responsibility and in large measure to remove the opportunity for faculty members to apply their massive collective experience to our problems. For it seems obvious that the administration and board of trustees engaged as they are in the desperate struggle with the great educational and financial problems which confront the George Washington University then will not be willing to continue the present cooperation and disclosure of vital information. They will scarcely want to risk the vexations and dangers which are likely to follow this indiscretion of allowing student involvement in matters which lie so far outside the range of undergraduate experience and wisdom. To involve students will be simply to make a game or empty exercise out of the hard-won right of the Faculty to have a decisive voice in the shape and destiny of the University.

Since I have introduced the danger of analogy (so familiar to you as a logician and rhetorician) may I take this opportunity to say that I believe much of the difficulty of other institutions--and, indeed, well-intentioned but confused adults everywhere--have had in their relations with young people is in the analogy they but think they find between youth and enslaved nations or maltreated minorities. The cases are utterly different, of course. Young people should not be treated like some sullen and repressed race, some put-upon remnant whose rights and grievances must now in this advanced age finally be recognized and redressed and who must be brought into parity in every way with the dominant race of adults. They are all too apt without encouragement to regard themselves thus. But young people are, alas, even as you and I were. They will grow up. They will age. Just now they have their hands full meeting the increasing intellectual responsibilities of ascending the ladder from high school to graduate school, running their publications and their student "government" (however poorly), their athletics, their love affairs, and the rest of the delightful activities which are appropriate to their sphere --activities which everyone recognizes as important but which no serious person has ever thought were serious.

For the serious side of the University--the deciding of educational aims and curricula, the funding, the building, the standards, the record-keeping, the testing, and other matters upon which rests the wise and efficient management of the sole purpose of the University: the discovery of knowledge and wisdom by the old and learned and its diffusion among the young and ignorant--in these affairs the student is well-advised to keep silent. And we are well-advised to oblige him to keep silent.

A university student is a young person who submits himself to the discipline of learning for a short and definite

period of time. He was not here to instruct us yesterday, and he will not be here tomorrow to be responsible for any decisions taken today. He is on the wing.

At the George Washington University we have thus far been blessedly free of the riots of California. And we, unlike Yale, have had no Bernstein cases (despite the public-spirited efforts of some departing non-tenure members to offer themselves to the students in this rôle). I attribute this moderation on the part of our students to their superior sophistication and maturity. They are concerned about causes, and some of them get as much fun as anybody out of going unshaven. But, from my knowledge of a great many of them, they had rather work for causes than riot about them. Nevertheless, when all is said, they are mainly adolescents, with the normal praiseworthy undergraduate desire to thumb their noses at convention, interfere in the business of the elders, "rate" the performances of members of the faculty, and so on. (I would much prefer that they "rate" me some twenty-five years from now, if they can remember me, but preposterous and ~~useless~~ as it is, "rating" is probably a relatively harmless ~~safety valve~~.) The mischief you (and the Senate?) contemplate, in inviting student participation in Senate deliberations and decisions seems to me, I am afraid I must say, as an error fashionably permissive but liable to be productive of consequences disastrous to the hopes that we have all so long entertained of a first-class University in which all the several estates-- Trustees, Faculty, Administration, Alumni, Students--work in a harmony which is ordered--as it must only be--by a recognition of difference and degree.

With sincere respect,

Philip H. Highfill, Jr.

Philip H. Highfill, Jr.
Professor of English Literature

Cc. Dean Linton
Dean Brown

16 and
RESOLUTION TO ~~RECOMMEND~~ AN
AMENDMENT TO THE UNIVERSITY
FACULTY ORGANIZATION PLAN

Whereas President Elliott has recommended that University Committees and Senate Committees which have come to parallel each other's areas of activity be merged or eliminated where feasible, and in order to implement this recommendation, the Executive Committee recommends that The George Washington University Faculty Organization Plan (III The University Senate; Section 5, Committees; Sub-section (c), Standing and Special Committees; Sub-section (1), Sentence #3) be amended as follows:

"Other committee members may be selected from the membership of the Assembly, or from the student body or other friends of the University."

#65/11
The Executive Committee
February 11, 1966

RESOLUTION TO RECOMMEND ATTENDANCE
OF STUDENTS AT SENATE AND FACULTY
ASSEMBLY MEETINGS

Whereas the Executive Committee of the University Senate believes that broader participation in the activities of the University Senate is desirable,

The Executive Committee recommends that two members of the student body, to be designated by the Student Council and a representative of the University Hatchet, to be designated by the Editor of the Hatchet, be invited to attend meetings of the University Senate and the Faculty Assembly.

65/12
Executive Committee
February 11, 1966

Definition of Total Activity of Faculty Member

Total activity of a professional may not be defined in terms of hours to be worked. It is axiomatic that a professional devotes whatever time, energy, and effort are required to achieve the objective.

In a professional school situation the objectives to be achieved and tasks to be performed are numerous. The criterion for measurement of activity can be only that the objectives are achieved and the tasks performed. It is the responsibility and function of the administrative officer of the school to insure that this criterion is observed fully and fairly by all colleagues in the School, and all responsibility and authority in these matters must reside in him alone.

Each faculty member, as a professional, must be free to translate his efforts into hours worked or other measures by his own formula. One member may devote 80 measuring units to accomplish to his satisfaction what another may devote to but 40 units. In these circumstances there cannot be a formula for allocation of time, there can and must be equable sharing of the total effort required by all.

The administrator must assure that all that is required to be done is in fact done and that each faculty member does his equable share, regardless of the time or other measure he requires to do that share. Equable sharing demands that when effort of a faculty member is less than equable in any area, his effort in other areas must be increased.

Evaluation and appraisal of a faculty member vis-a-vis his colleagues in the school and in the profession must include consideration of his performance and achievement in "sharing the load".

Under current circumstances in the SEAS (noting student body, classes offered, faculty size, available resources, etc.) an individual's equable share of the effort required over the academic year period is approximated by total of:

- Classroom effort in 6 classes;
- Research effort (formally approved, sponsored or unsponsored) of the order of magnitude of that devoted to classroom effort.
- Non-classroom academic duty effort of the order of half that devoted to research or classroom activity.

Individual faculty members who elect not or fail to gain approval to engage in all three categories of effort are expected and will be required to increase their effort in other categories.

Mason
Martin A. Mason
Dean

December 13, 1965

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The University Senate

February 10, 1966

MEMORANDUM TO: The University Senate
FROM: Chairman of the Executive
Committee

The Chairman of the Executive Committee wishes to
bring the attached memorandum to the attention of all
members of the Senate.



Edwin L. Stevens
Chairman
Executive Committee

THE GEORGE WASHINGTON UNIVERSITY
INTERDEPARTMENTAL MEMORANDUM

January 27, 1966

MEMORANDUM TO: Professor Edwin L. Stevens
Chairman, Senate Executive Committee
Department of Speech
G.W.U.

I would like to bring to your attention a situation which, Mr. Houser and I feel, requires some action on the part of the University Senate.

As you may know, several of our students pursuing the curriculum for the M.S. or Ph.D. degree are full-time students who are spending all their energy on research projects associated with the requirements for these degrees. In the Columbian College 6 credit hours of "research" may be taken, but in the Graduate Council there is no formal course listed for this purpose. Nevertheless, students may spend well over 40 hours a week in pursuit of research, yet may not be scheduled for any particular number of credit hours on the official records. Normally, this arrangement is satisfactory, but very often draft boards consider as full-time students only those who carry 12 credit hours per semester.

I would like to have the appropriate Senate Committee consider this matter which places some graduate students in an unwarranted and most undesirable jeopardy. It would be most helpful if the Registrar could certify that students are following full-time programs for advanced degrees, even though this fact is not reflected in the number of credit hours. A confirmatory letter from the student's adviser or departmental chairman should accompany such a statement.

H. George Mandel
H. George Mandel, Ph.D.
Professor and Chairman
Department of Pharmacology

HGM:cr
cc: Mr. Houser

THE GEORGE WASHINGTON UNIVERSITY
Washington D. C.

University Senate

4 February 1966

TO MEMBERS OF THE UNIVERSITY SENATE

The University Senate will meet at 2:10 p.m. on Friday, February 11, 1966 in the Faculty Conference Room on the fifth floor of the Library.

The order of business will be as follows:

- 1) Call to order
- 2) Approval of the minutes of the previous meeting.
- 3) Special business:
 - a) Interim Report of the Committee on Appointment, Salary and Promotion Policies (including Fringe benefits) - Professor Robert C. Willson.
 - b) Progress report of the University Self-Study Committee - Professor Charles Cole.
 - c) Resolution of the Executive Committee to amend the Faculty Organization Plan.
 - d) Resolution of the Executive Committee that two members of the student body, designated by the Student Council, and a representative of the University Hatchet, designated by its editor, be invited to attend meetings of the University Senate and the Faculty Assembly.
- 4) Nomination of Dr. Seymour Alpert for Chairman of the University Resources Committee, and presentation of a partial suggested slate for membership on this committee:

David Brown
John T. Dailey
John Kendrick (Columbian College)

Geza Teleki
George Steiner

Further nominations will be received from the floor.

- 5) Election of Professor Sharkey to the Chairmanship of the Athletics Committee, replacing Dr. Seymour Alpert.

Edwin L. Stevens, Chairman
Executive Committee

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The University Senate

February 10, 1966

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FROM: Chairman of the Executive
Committee

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bring the attached memorandum to the attention of all
members of the Senate.



Edwin L. Stevens
Chairman
Executive Committee

THE GEORGE WASHINGTON UNIVERSITY
Interdepartmental Memorandum

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January 27, 1966

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Chairman, Senate Executive Committee
Department of Speech
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H. George Mandel, Ph.D.
Professor and Chairman
Department of Pharmacology

HGM:cr
cc: Mr. Houser

